

**TRAINING PROGRAM OF INSTRUCTION
(TPI)**

FOR

AFIS-JPASC

JOINT PUBLIC AFFAIRS SUPERVISOR COURSE



Approved by:

/s/

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Director of Training
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JOINT PUBLIC AFFAIRS SUPERVISOR COURSE
TRAINING PROGRAM OF INSTRUCTION

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TRAINING PROGRAM OF INSTRUCTION

Preface

TRAINING PROGRAM OF INSTRUCTION FILE NUMBER (TPFN): AFIS-JPASC

TITLE: Joint Public Affairs Supervisor Course (JPASC)

TRAINING LOCATION: Defense Information School, Ft. George G. Meade, Maryland

SPECIALTY AWARDED: None

PURPOSE: This course consolidates the Public Affairs Supervisor Course and Advanced Public Affairs Supervisor Course. It updates tasks and supporting materials placing greater emphasis on leadership and management concerns in the Joint Operations arena. Its target audience is mid-level and senior public affairs specialists from all branches of the Armed Forces.

COURSE DESCRIPTION: The course provides instruction in enhanced public affairs skills, training methods and management techniques for noncommissioned officers and civilian employees. The training focuses on tools for measuring effective public affairs programs, assessing markets for public information, media operations, resource management, and emerging trends in PA and military communications.

PREREQUISITES:

SERVICE	MILITARY	CIVILIAN
USA	E-6 or E-7; BNCOC graduate, MOS 46Q or 46R	GS-7 through GS-9; Federal Classification Series 1001 (Public Affairs Assistant), 1035 (Public Affairs), or 1082 (Writer/Editor); Assigned to a Public Affairs billet; Approved by Service Chief of Information
USAF	E-5 through E-7; AFSC 3N051	
USN	E-5 through E-7; Journalist Rating, AFIS-BJC / -BBC graduate	
USCG	E-6 or E-7; Public Affairs Specialist; minimum of 4 years Public Affairs experience; AFIS-IPC graduate.	
USMC	E-4 through E-9; MOS 4341	USMC does not send civilian employees to this course

SECURITY CLEARANCE: None.

CLASS SIZE:

MAXIMUM: 35

MINIMUM: 17

ANNUAL COURSE CAPACITY: 140

COURSE LENGTH: 10 TRAINING DAYS

ACADEMIC HOURS: 76

ADMINISTRATIVE HOURS: 4

TOTAL COURSE HOURS: 80

INSTRUCTOR CONTACT HOURS: 199

TYPE / METHOD OF INSTRUCTION: HOURS:*

ADMINISTRATIVE (AD) 4.0

CASE STUDY (CS) 3.5

CONFERENCE LECTURE (CL) 40.0

FILM (FL) .5

GUEST LECTURER (GL) 2.0

PERFORMANCE EXERCISE (PE) 26.0

SEMINAR (S) 11.0

WRITTEN EXAMINATION (EW) 1.0

TRAINING START DATE: September 1996

ENVIRONMENTAL IMPACT: None. DoD policy was followed to assess the environmental impact.

* Type/Method of Instruction total exceeds the 80 hours course total because USAF Service-specific instruction is conducted concurrently with the other Services' PA Chief Office Visit.

MANPOWER: The Interservice Training Review Organization (ITRO) formula was used to determine the number of instructors required.

EQUIPMENT AND FACILITIES: The Course Design Resource Estimate (CDRE) contains this information.

TRAINING DEVELOPMENT PROPONENT: American Forces Information Service, Training Directorate (AFIS/TD): (703) 428-0707; DSN 328-0707.

FUNCTIONAL AREA 1
JOINT OPERATIONS - PUBLIC AFFAIRS

TPFN: AFIS-JPASC-001-001-

TITLE: Joint Information Bureaus (JIB)

TPFN HOURS AND TYPE: 8.5 CL, .5 FL

TPFN TOTAL HOURS: 9

PREREQUISITE TPFN: None.

TASK(S):

- 001 Identify and discuss major responsibilities and command/functional relationships.
- 002 Explain organization and management of JIB.
- 003 Discuss resource management.
- 004 Develop/communicate command messages.
- 005 Develop media operations plan.

SUMMARY OF INSTRUCTION: Students discuss the parameters of establishing a JIB and explain its organization, resources, and management. Instruction is preceded by an initial Joint Information Bureau Exercise (JIBEX) (JIBEX Alpha, ref. AFIS-JPASC-001-003-001) highlighting the criticality of these factors. Students perform tasks 004 and 005 by developing and implementing their media operations plan (incorporating the “Nine Principles”) for a later JIBEX (JIBEX Bravo, ref. AFIS-JPASC-001-003-002), that instructors critique after the exercise. Knowledge of the remaining tasks is evaluated by unrecorded instructor critique during JIBEX Bravo, and during the end-of-course written examination on which students must score 70 percent or higher to pass.

REFERENCES:

After Action Report, Combined Task Force Provide Comfort, Crowley, Kirchoffner, Floke, and Woodhouse
Public Affairs Allocation Rules, Department of the Army Public Affairs Proponent Agency
Joint Chiefs of Staff Pamphlet 5-02.2 Annex F, Planning Guidance - Public Affairs
Review of Panama Pool Deployment, Hoffman
SIXATAF Public Information After Action Report, SIXATAF/PA
Annex F to USCINCCENT Operation Desert Storm (U), USCINCCENT/PA
Planning for Peacetime Engagements and Wartime Operations, HQ Air Force News Agency
A Public Affairs Perspective, Peterson
Public Affairs Lessons Learned Report, Operations Desert Shield/Storm,” USCENATF

INSTRUCTOR/STUDENT RATIO: 1:35 (CL, FL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
JOINT OPERATIONS - PUBLIC AFFAIRS

TPFN: AFIS-JPASC-001-002-

TITLE: Annex F Variables to Joint Operations Plan (OPLAN)

TPFN HOURS AND TYPE: 1 CL, 1 PE

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss planning factors in Annex F development.

SUMMARY OF INSTRUCTION: Students discuss the factors involved in developing the public affairs planning guidance in a joint OPLAN (i.e., Annex F, Planning Guidance – PA). They complete a homework assignment that helps them identify the elements necessary to develop proposed Public Affairs Guidance (PPAG) for an Annex F. During the second hour of instruction (performance exercise), students further develop the elements of their PPAG for use during a subsequent exercise (JIBEX Bravo, ref. AFIS-JPASC-001-003-002). Instructors critique student efforts on a pass-fail basis.

REFERENCES:

After Action Report, Combined Task Force Provide Comfort, Crowley, Kirchoffner, Floke, and Woodhouse

Public Affairs Allocation Rules, Department of the Army Public Affairs Proponent Agency

Joint Chiefs of Staff Pamphlet 5-02.2 Annex F, Planning Guidance - Public Affairs

Review of Panama Pool Deployment, Hoffman

SIXATAF Public Information After Action Report, SIXATAF/PA

Annex F to USCINCCENT Operation Desert Storm (U), USCINCCENT/PA

Planning for Peacetime Engagements and Wartime Operations, HQ Air Force News Agency

A Public Affairs Perspective, Peterson

Public Affairs Lessons Learned Report, Operations Desert Shield/Storm,” USCENTAF

INSTRUCTOR/STUDENT RATIO: 1:35 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
JOINT OPERATIONS - PUBLIC AFFAIRS

TPFN: AFIS-JPASC-001-003-

TITLE: Duties and Responsibilities in the JIB

TPFN HOURS/TYPE: 2 CL, 15 PE

TPFN TOTAL HOURS: 17

PREREQUISITE TPFN: AFIS-JPASC-001-001-001 through -005 and
AFIS-JPASC-001-002-001 for JIBEX Bravo.

TASK(S): 001 Perform functions and roles necessary in pre-JIBEX.
002 Perform functions and roles necessary in post-JIBEX.

SUMMARY OF INSTRUCTION: Students participate in a seven-hour domestic-crisis-management oriented practice JIBEX (the pre-JIBEX, or JIBEX Alpha). Using their training, they are evaluated on a pass/fail basis in basic JIB operations (ref. AFIS-JPASC-001-001-001 through 005) and they participate in a subsequent eight-hour JIBEX (the post-JIBEX, or JIBEX Bravo) based upon an overseas contingency event. Students are evaluated on a pass-fail basis after the JIBEX Bravo, and during an After Action Review (AAR) of the exercise, they compare and contrast the events in JIBEX Alpha/Bravo.

REFERENCES:

After Action Report, Combined Task Force Provide Comfort, Crowley, Kirchoffner, Floke, and Woodhouse

Public Affairs Allocation Rules, Department of the Army Public Affairs Proponent Agency

Joint Chiefs of Staff Pamphlet 5-02.2, *Annex F Planning Guidance*

Review of Panama Pool Deployment, Hoffman

SIXATAF Public Information After Action Report, SIXATAF/PA

Annex F to USCINCCENT Operation Desert Storm (U), USCINCCENT/PA

Planning for Peacetime Engagements and Wartime Operations, HQ Air Force News Agency

A Public Affairs Perspective, Peterson

Public Affairs Lessons Learned Report, Operations Desert Shield/Storm, USCENTAF

INSTRUCTOR/STUDENT RATIO: 1:7 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
JOINT OPERATIONS - PUBLIC AFFAIRS

TPFN: AFIS-JPASC-001-004-

TITLE: Public Affairs Lessons Learned

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: All previous TPFNs.

TASK(S): 001 Discuss public affairs lessons learned in joint operations (recent and classic).

SUMMARY OF INSTRUCTION: Students apply knowledge from their experience in JIBEX Bravo (ref. AFIS-JPASC-001-003-002) during discussions of classic and current lessons learned in joint PA operations. Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

In the Spotlight: Media and the Tactical Commander, Center for Army Lessons Learned, U.S. Army Combined Arms Command

Public Affairs Joint Readiness Challenge, Hubbard, Air Force News Service

INSTRUCTOR/STUDENT RATIO: 1:35 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-001-

TITLE: Public Affairs Measurement Tools

TPFN HOURS AND TYPE: 1 CL

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss tools for measuring effectiveness of PA programs (e.g., surveys, bench-marking, metrics).

SUMMARY OF INSTRUCTION: Students discuss the need for measuring the success of public affairs programs, and identify fundamental measurement tools to assess program effectiveness. Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

Mass Media Research: An Introduction, Wimmer and Dominick.

INSTRUCTOR/STUDENT RATIO: 1:35 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-002-

TITLE: Communication Plan (Tactical/Strategic)

TPFN HOURS AND TYPE: 3 CL, 4 PE

TPFN TOTAL HOURS: 7

PREREQUISITE TPFN: None

TASK(S): 001 Discuss the 15-step process for developing a strategic and tactical communication plan.

SUMMARY OF INSTRUCTION: Following a lecture on communication planning, the class is divided into small groups (4 or 5 per grouping) to design their strategic and tactical communication plans. Group plans are ungraded, but instructors critique their viability and adherence to guidance in the 15-step process.

REFERENCES:

Strategic Program Planning, Public Relations Review, Hainsworth and Wilson

Managing Systematic and Ethical Public Relations, McElreath

Persuasive Communication Campaigns, Pfau and Parrot

Public Relations by Objectives and Results: A Desktop Manual, 3rd Edition, Wakefield Strategic Campaign Design, 3rd Edition, Wakefield

On War, Von Clausewitz, translated and edited by Howard and Paret

The Art of War, Sun Tzu, on the WWW at <http://www.mit.edu:80001/people/dcctdw/AOW>.

INSTRUCTOR/STUDENT RATIO: 1:7 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-003-

TITLE: Media Training (Train The Trainer)

TPFN HOURS AND TYPE: 3 CL, 5 PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None.

TASK(S): 001 Identify principles of delivering a command message to the media.
002 Perform as command spokesperson to media during an on-camera interview.

SUMMARY OF INSTRUCTION: Students apply the principles of delivering command messages to the media. They are interviewed on camera by a simulated media representative (an instructor). Instructors use the taped interviews to critique student performance on delivery principles. In a subsequent JIBEX (JIBEX Bravo, ref. AFIS-JPASC-001-003-002) students perform this task on a pass-fail basis. Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

Fear of the Media, Public Relations Journal, Spizer
Media for Managers, Corrado
How to Speak TV, Jones

INSTRUCTOR/STUDENT RATIO: 1:35 (CL); 1:9 (PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-004-

TITLE: Leadership and Management

TPFN HOURS AND TYPE: 1 CL, 2 CS

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss leadership/management tools.

SUMMARY OF INSTRUCTION: Students discuss basic leadership and management principles within the context of public affairs, then discuss community relations case studies posing various leadership and management challenges. Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

AFI 35-201, *Community Relations*

AFI 35-202, *Environmental Community Involvement*

AFP 36-2241, *Promotion Fitness Exam Study Guide*

AFPD 35-2, *Public Communications Program*

AR 360-01, *Community Relations*

DOD Directive 5410.19, *Armed Forces Community Relations*

FM 22-100, *Military Leadership*

FM 22-101, *Leadership Counseling*

MCOP 5720.60, *USMC Public Affairs*

NAVEDTRA 10047-A, *Military Requirements for Chief Petty Officers*

NAVEDTRA 38024-D, *Leadership and Management Education Training*

SECNAVINST 5720.44A, *Navy Public Affairs*

INSTRUCTOR/STUDENT RATIO: 1:9 (CL, CS)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-005-

TITLE: DoD Policy on Release of Information

TPFN HOURS AND TYPE: 1 CS

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: None.

TASK(S): 001 Explain the need for information release guidelines.
002 Describe the public's "right to know" versus "need to know."
003 Discuss applications of the Freedom of Information Act and Privacy Act.

SUMMARY OF INSTRUCTION: Students discuss different case studies related to the release of information. Knowledge is applied during the end-of-course exam. Minimum passing score is 70 percent.

REFERENCES:

DODD 5230.09, *Clearance of DoD Information for Public Relations*

DODD 5400.07, *DoD Freedom of Information Act Program*

DODD 5410.14, *Cooperation with News Media Representatives at Accident Scenes Outside Military Installations*

INSTRUCTOR/STUDENT RATIO: 1:35 (CS)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-006-

TITLE: Ethics and the Public Affairs Leader

TPFN HOURS AND TYPE: 1 CL

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss the Joint Ethics Regulation.
002 Examine ethical norms.
003 Explain the Potter Box as a means to track ethical thought.

SUMMARY OF INSTRUCTION: Students discuss historical and current ethical leadership issues as they relate to the Joint Ethics Regulation. Ethical use of emerging technologies is discussed in a subsequent unit of instruction (AFIS-JPASC-002-010-001 to 003). Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

DODR 5500.7-R, *Joint Ethics Regulation*

Ethical Foundations and Perspectives, Christians, Rotzoll, and Fackler.

INSTRUCTOR/STUDENT RATIO: 1:35 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-007-

TITLE: Communication Law

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss the elements of libel.
002 Explain how to avoid libelous statements.
003 Discuss methods to avoid invasion of privacy.
004 List the elements of copyright law.

SUMMARY OF INSTRUCTION: Students identify the essential techniques of communicating information free of legal and libelous content. Legal standards and privacy considerations are emphasized. Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

Associated Press Stylebook and Libel Manual, 27th Edition, Associated Press

Law of Mass Communications, Nelson and Teeter

Mass Media Law, Pember

Public Affairs Handbook, DINFOS

The Law of Public Communication - 3rd Edition, Middleton and Chamberlin

The Writer's Legal Companion, Bunnin and Beren

The Army Communicator and Mass Communication Law: An Analysis of Organizational and Personal Liability, Scott

INSTRUCTOR/STUDENT RATIO: 1:35 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-008-

TITLE: Civilian Enterprise (CE) Publications

TPFN HOURS AND TYPE: 1 CL

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss the guidelines and process for CE publication contracts.
002 Develop solutions to common CE publication problems.

SUMMARY OF INSTRUCTION: Students discuss the process, guidelines, and problem-solving involved in contracting for CE publications and must score 70 percent or higher on the end-of-course exam.

REFERENCES:

DODI 5120.4, *Department of Defense Newspapers and Civilian Enterprise Publications*

INSTRUCTOR/STUDENT RATIO: 1:35 (L)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-009-

TITLE: Public Affairs Command Expectations

TPFN HOURS AND TYPE: 1.5 S, .5 GL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss public affairs expectations with operational commanders.

SUMMARY OF INSTRUCTION: Students use various media (live panels, tapes, video teleconference) to facilitate discussion with joint-Service operational commanders about their expectations of PA personnel in their commands. This information is not tested.

REFERENCES: N/A

INSTRUCTOR/STUDENT RATIO: 1:35 (S, GL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-010-

TITLE: Public Affairs in the Year 2000

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss emerging trends in PA and corporate communications.
002 Discuss evolving technology, to include electronic imagery.
003 Explain the ethical use of evolving/emerging technology.

SUMMARY OF INSTRUCTION: Students discuss new technology, ethical applications, and emerging communications trends in public affairs. This information is not tested.

REFERENCES:

Vision 2000: Public Affairs Into the 21st Century, Office of the Chief of Public Affairs,
Department of the Army

Imagebank User's Guide

Revolutionary Air Force Public Affairs - Engineered for Breakthrough Performance, Office of
the Director of Public Affairs, Department of the Air Force.

INSTRUCTOR/STUDENT RATIO: 1:35 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
PUBLIC AFFAIRS MANAGEMENT

TPFN: AFIS-JPASC-002-011-

TITLE: Written Examination

TPFN HOURS AND TYPE: 1 EW

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: All previous instruction.

TASK(S): 001 End of Course Examination.

SUMMARY OF INSTRUCTION: Students take a comprehensive written examination at the end of the course and must score a minimum of 70 percent.

REFERENCES: All previous references apply.

INSTRUCTOR/STUDENT RATIO: 1:35 (EW)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 3
SPECIAL ISSUES FOR PA LEADERS

TPFN: AFIS-JPASC-003-001-

TITLE: Public Affairs and the Environment

TPFN HOURS AND TYPE: 2.5 CL, .5 CS

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss environmental laws and policies.
002 Analyze and determine communication strategies.

SUMMARY OF INSTRUCTION: Students discuss pertinent environmental laws and policies, to include a brief history of environmental law development (Installation Restoration Act, National Environmental Policy Act, and Base Realignment and Closure Act). Subsequent discussion focuses on selected case studies covering topics such as noise complaints, toxic material spills/disposal, and air/water pollution. Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

US Environmental Law Summary, <http://WWW.gnet.org/gnetgov/law/uslaws.html> Commander's Guide to Environmental Management, Dame
Commander's Guide to Public Involvement in the Army's Installation Restoration Program, Allingham and Fiber.

INSTRUCTOR/STUDENT RATIO: 1:35 (CL, CS)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 3
SPECIAL ISSUES FOR PA LEADERS

TPFN: AFIS-JPASC-003-002-

TITLE: Public Affairs Crisis Response

TPFN HOURS AND TYPE: 3 CL, 1 PE

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None.

TASK(S):

- 001 Analyze PA internal issues.
- 002 Analyze community relations problems.
- 003 Determine strategies for handling crisis situations.
- 004 Develop a crisis communication job-aid (checklist) for on- and off-post /alternate site under austere conditions; command post; media center; and on-scene.

SUMMARY OF INSTRUCTION: Following a lecture on internal issues (PA and the family, command information and command and staff coordination) and community relations problems (base realignment and closure issues, urban encroachment, and working with community/civic organizations), students discuss how these issues impact PA responses to crisis events. Students then individually develop a comprehensive checklist, for use at their home station, on how to deliver command messages during a crisis. Students are critiqued on the effectiveness of their job aid. Additionally, they must score 70 percent or higher on the end-of-course exam.

REFERENCES:

DODD 5230.09, *Clearance of DoD Information for Public Relations*

DODD 5410.1, *Release of Information Concerning Accidental Casualties Involving Military Personnel or Equipment*

DODD 5410.14, *Cooperation with US News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations*

AR 360-5, *Public Information*

SECNAVINST 5720.44A, *US Navy Public Affairs Instruction*

AFI 35-102, *Crisis Planning, Management and Response*

AFI 35-206, *Media Relations*

Communicating When Crisis Strikes, Lecture by H.J. Dalton, Brig Gen, USAF (Ret.)

Crisis: The Communications Imperative, Gillians

INSTRUCTOR/STUDENT RATIO: 1:35 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 3
SPECIAL ISSUES FOR PA LEADERS

TPFN: AFIS-JPASC-003-003-

TITLE: Public Affairs Overseas

TPFN HOURS AND TYPE: 1 CL

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: None.

TASK(S): 001 Discuss how host nation sensitivities impact military operations.
002 Discuss developing a plan for disseminating guidance about host nation sensitivities.

SUMMARY OF INSTRUCTION: Students discuss socioeconomic considerations for overseas military operations, with primary emphasis placed on how to inform. Further discussion addresses ways to deliver information without offending host nations during operations overseas. Students must score 70 percent or higher on the end-of-course exam.

REFERENCES:

Public Affairs Handbook, DINFOS

SECNAVINST 5720.44, *US Navy Public Affairs Instructions*

Department of the Army Pamphlet 5500 series (Area Handbooks)

INSTRUCTOR/STUDENT RATIO: 1:35 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 3
SPECIAL ISSUES FOR PA LEADERS

TPFN: AFIS-JPASC-003-004-

TITLE: Media Panel Discussion

TPFN HOURS AND TYPE: 1.5 S, .5 GL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: All previous TPFNs.

TASK(S): 001 Discuss military-civilian media relations issues.

SUMMARY OF INSTRUCTION: Students participate in a panel discussion with civilian media experts on military-civilian media relations and how the two communities might better understand each other. This unit is not tested.

REFERENCES: N/A

INSTRUCTOR/STUDENT RATIO: 1:35 (S, GL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
SERVICE SPECIFIC ORIENTATION

TPFN: AFIS-JPASC-004-001-

TITLE: Service PA Chief Office Visit

TPFN HOURS AND TYPE: 8 S

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None.

TASK(S): 001 Receive parent Service PA office tour and briefing.
002 Receive OASD PA office tour and briefing.

SUMMARY OF INSTRUCTION: Non-Air Force students visit the Pentagon for orientation tours and familiarization briefings on their respective Service PA organizations. Additionally, they receive an OASD PA office orientation tour and briefing. Air Force students receive the concurrent instruction detailed in the following units, Students return to Fort Meade at the end of the instructional day. This unit is not tested.

REFERENCES: N/A

INSTRUCTOR/STUDENT RATIO: One instructor per Service is needed to escort the students to their respective Service offices (instructors need not be dedicated to JPASC).

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
SERVICE SPECIFIC ORIENTATION

TPFN: AFIS-JPASC-004-002-

TITLE: Air Force Public Affairs Program Management

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: AFIS-JPASC-002-004-001.

TASK(S): 001 Discuss computer operations: word processing; desktop publishing; databases; E-mail; Internet (AFMAN, AFLink, and World Wide Web), and printing.
002 Discuss use of Commander's Access Channels.
003 Determine effective correspondence procedures.

SUMMARY OF INSTRUCTION: Students learn the effective use of various communications tools and correspondence procedures in a PA environment. This unit is not tested.

REFERENCES:

The Tongue and Quill, AFH 37-137

White Paper - Revolutionary Air Force Public Affairs, Secretary of the Air Force, Office of Public Affairs

Air Force Public Affairs Strategic Plan, Secretary of the Air Force, Office of Public Affairs 3N0X1
Career Field Education and Training Plan, Extension Course Institute, Air University.

INSTRUCTOR/STUDENT RATIO: 1:AF Students (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
SERVICE SPECIFIC ORIENTATION

TPFN: AFIS-JPASC-004-003-

TITLE: Air Force Public Affairs Office Supervision

TPFN HOURS AND TYPE: 3 CL, 1 GL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None

TASK(S):

- 001 Discuss integration of “Revolutionary Air Force PA” concepts into PA offices.
- 002 Analyze role of AF PA NCOIC/Superintendent.
- 003 Discuss the integration of people into programs.
- 004 Discuss need and benefits of duty rotation.
- 005 Discuss reasons for self-inspection.
- 006 Explain a program of professional development for the PA NCO.

SUMMARY OF INSTRUCTION: Students learn “Revolutionary Air Force PA” and how it fits into the PA office structure. Students also learn the benefits of duty rotation, self-inspection for PA programs, and the traditional PA functional area alignment. Additionally, Air Staff resource management personnel discuss the PA professional development issues from an Air Force-wide management perspective. This unit is not tested.

REFERENCES:

Promotion Fitness Exam Study Guide, AFP 36-2241, Vol 1

White Paper - Revolutionary Air Force Public Affairs, Secretary of the Air Force, Office of Public Affairs

3N0X1 Career Field Education and Training Plan, Extension Course Institute, Air University.

INSTRUCTOR/STUDENT RATIO: 1:AF Students (CL, GL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
SERVICE SPECIFIC ORIENTATION

TPFN: AFIS-JPASC-004-004-

TITLE: Air Force Public Affairs Resource Management

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None.

TASK(S): 001 Describe the Program Objective Memorandum process.
002 Discuss budget planning and procurement.
003 Explain strategic planning as a part of the budget process.
004 Explain personnel management, evaluation, and counseling.

SUMMARY OF INSTRUCTION: Students learn the budgeting process and how it applies to strategic planning. They also discuss personnel management in the public affairs context. This unit is not tested.

REFERENCES:

AFPD 36-10, *Civilian Performance Management*

AFP 36-2241, *Promotion Fitness Exam Study Guide*

White Paper - Revolutionary Air Force Public Affairs, Secretary of the Air Force, Office of Public Affairs

Air Force Public Affairs Strategic Plan, Secretary of the Air Force, Office of Public Affairs.

INSTRUCTOR/STUDENT RATIO: 1:AF Students (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 5
COURSE ADMINISTRATION

TPFN: AFIS-JPASC-005-001-

TITLE: Course Administration Activities

TPFN HOURS AND TYPE: 4 AD

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None.

TASK(S):

- 001 Complete in-processing/Orientation.
- 002 Complete English Diagnostic Test.
- 003 Complete End-of-Course Critique.
- 004 Complete out-processing.
- 005 Participate in graduation ceremony.

SUMMARY OF INSTRUCTION: Self explanatory

REFERENCES:

DINFOS Policy and Operations Manual

INSTRUCTOR/STUDENT RATIO: 1:35 (AD)

SAFETY FACTORS: Normal

**STAFF COORDINATION SHEET
DEFENSE INFORMATION SCHOOL
FORT GEORGE G. MEADE, MARYLAND**

Date: 15 March 1999

SUBJECT: Training Program of Instruction (TPI)

COURSE: AFIS-JPASC, Joint Public Affairs Supervisors Course

ACTION: Request coordination/comment on the attached document. Forward for the Commandant's review and approval.

COORDINATION:

Initials: Date:

Commandant	COL Icenogle	_____	_____
Deputy Commandant	Lt Col Moore	_____	_____
Director of Instructional Support	Ms. Barnette	_____	_____
Chief, Acad. Spt. Div.	Major Salsberry	_____	_____

COMMENTS: Please attach.

SUBMITTED BY: DIS-CDD

John Cooper _____

[illegible]